

# **Transport Infrastructure Advisors**



# TRANSPORT INFRASTRUCTURE INVESTMENT ADVISORS

Stages: 1. Feasibility Work

2. Transaction Execution

3. Asset Management

Role:

**Advisor**



**Project Manager**



**Asset Manager and Investor**

Investigate Investors Needs

Business Plan

Governance via NEDs

View on Deal Pipeline

Due Diligence

Involvement with Business Plan & Strategy

Market assessments

Management Capabilities

Risk Assessment & management

Assess match of risk and rewards

Transition Plan

Bespoke specialist advice if needed

Interim Management

Fees:

No fees

Transparent cost recovery only

Performance linked and capped at [xx]bps  
Term 5 years + [5] years  
Investment by Direct Infra Partners

# THE DIRECT INFRASTRUCTURE TEAM – AREAS OF EXPERIENCE

- Airports, ATC, Ports and Rail – Director & Senior Level
- HR & Change Management
- Corporate Finance
- Business Development and Marketing
- Regulatory and Economics
- Pension Fund Trustee
- Project Management
- Capital Planning and Engineering

# ▶ **PROVEN TRACK RECORD**

## **Asset Management**

....team has core skills in successful transition and asset oversight

## **Leadership – Development and Delivery**

....team has extensive experience across multiple transport industries

## **Business Strategy – Airports Sector**

....team has extensive experience leading airport businesses

## **Operational Excellence – Ports, Airports and Rail Sectors**

....Specific examples can be provided of real operational change programmes

## **Investor Relations and Reporting**

....clear understanding of different investor needs

## **Transaction Management**

....numerous transactions completed

# TRANSACTION EXPERIENCE

## Direct Infrastructure 2013/14

- Acquisition of Exeter Airport
- Study of potential acquisition of major Australian Airport for financial consortium
- Feasibility study for new Scottish port for the manufacture/assembly of wind turbines
- Feasibility study for privatisation of Flytoget, Oslo Airport rail link

## Partners experience

- Sale of Gatwick and Edinburgh Airports
- Numerous acquisitions for BAA plc.

## CURRENT AREAS OF INTEREST

- Building a UK regional airports group – pros and cons
- Ownership models for airports
- Reducing costs for approach and tower ATC
- Air Rail Links – how to grow these businesses
- Application of PRT to airports
- Inter-modal rail depots
- Financing the expansion of trust ports

# SUMMARY OF CLEAR BENEFITS FOR INVESTORS

- Clear sector knowledge gained from running infrastructure businesses
- Top quality team that can develop and deliver the business plan
- Significantly lower costs during bid stages and asset management
- Absolute alignment through investment alongside the main equity providers and performance related management fees
- Will work alongside clients other advisors (finance, legals etc.)
- Supplemented by known network of known specialists
- Team is completely independent and works on an exclusive basis on each transaction
- Three partners and two key associates (see Appendix 1 )

## APPENDIX 1 - BIOS OF TEAM





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## Background

- Director and Senior Manager primarily in aviation but also in ports, rail and pension funds
- Skills in financial analysis, commercial negotiation, team management, ideas generation and stakeholder relations.
- Airport expertise in economic regulation, airline charging, business strategy, planning, road and rail links, environment issues and ATC

## Directorships

- BAA Pension Fund Trust Company 1994 – 2008 including as **Chairman** 2007-2008
- Perth Airport and Northern Territories Airport Companies Australia 2003-2007
- Heathrow Express Operating Company 2005 - 2008
- Administrative Board for SESAR Joint Undertaking in Brussels (on behalf of ACI Europe)
- Peregrine Academy Ltd - aviation college 2010 - 2012
- Cranfield Trust – advice for small charities 2010 to 2013
- Shoreham Port - **Deputy Chairman and Chair of Pension Fund**

## Qualifications

- MA (Hons) in Geography Cambridge University
- MBA (Finance) City University Business School
- Diploma in European Law Kings College London
- Certificat Pratique de Francais Commercial, Paris Chamber of Commerce; fluent French speaker

## Experience

- Set airport charges for BAA London airports and responsible for quinquennial regulatory review by CAA and CC
- Attended ICAO Montreal airport economics panels and reviews of airport and airspace charging protocols
- Consultancy advice to Perth airport on airport charges and economic regulation. Advice to Dublin Airport on economic regulation.
- Advisory work to water industry on treatment of operating and capital costs in future regulatory models
- Developed capital planning process and tools for BAA airports
- Negotiated £500m ATC contract for all BAA airports; advising Swedavia on procurement of tower control and approach for Swedish airports
- Worked with BAA board on ten year forecasting and scenario planning; developed business plan for Naples airport
- Advised Babcock and Brown on business plan for purchase of Gatwick Airport.
- Advised 3i/M&G/USS consortium on business plan and due diligence for purchase of Edinburgh Airport
- Led pension fund negotiations for improved security and payments as part of BAA's refinancing in 2008
- Undertook cost and revenue benchmarking for leading European airports; consulting work on benchmarking for Brussels and Norwegian airports
- Concluded legal agreements for Crossrail access to Heathrow; started Parliamentary Bill for Airtrack project and undertook feasibility studies for HS2 access to Heathrow
- Review of all Airport economic impact studies worldwide for UK airport trade body AOA
- Review and stakeholder mapping for OMEGA project assessing aviation's impact on the Environment
- Launch of four noise and blight schemes for all BAA airports



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## Background

- Head of Rail BAA for 6 years
- General Manager Rail BAA for 5 years
- Project Director BAA for 5 years.
- Planning and Project Director Airports UK for 2 years
- Consultant to UK and Overseas Governments on Major Transport Projects.
- 30 + years experience of transport industries
- 20 + years as a Senior Manger in private Rail companies.
- Chairman of two Central London Business Improvement Districts.
- Senior Consultant and Business Development for Project Services Company.
- Chartered Civil Engineer.

## Skills

- Asset Management Rail and Airports.
- Development of Rail Systems.
- Procurement of Rail Systems including Trains.
- Strategic Planning of Major Transport Infrastructure.
- Negotiation of Public/Private Transport Investment Agreements.
- Team Leadership.
- Expert Witness at Public Inquiries.
- Obtaining required consents for Railway Works.
- Contract Management.
- Independent Chairman of Boards

## Experience

- Advisor to a number of rail companies bidding to win Rail Franchises.
- Study into Public Rapid Transit business opportunities.
- Negotiated deal to fund build and operate £300m extension of Underground System to T5
- Chair of Private Sector led Business Improvement Districts in Central London for a number of years.
- Led Planning and Engineering of Heathrow Express and procurement of Trains and 20 year maintenance agreements.
- Negotiated an agreement with DfT and TfL on access of Crossrail to Heathrow.
- Managed large multi disciplinary teams responsible for obtaining all consents for major new private railways.
- Represented BAA on Government working group on UK High Speed Rail Policy and Development.
- Chaired Independent Board on multi-million noise insulation scheme for public buildings.
- Member of Institution of Civil Engineers Panel on New Engineering Contract for over 5 years.
- Led planning and construction on the acquisition and total redevelopment of Southampton Airport.
- Senior Engineer on major transport projects in the UK and Overseas including North Wales Coast Road.
- Advised overseas governments on Airport Master Plans particularly surface access needs.



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## Background

- 20+ years as Director of Airport companies in U.K. and Saudi Arabia
- Airport expertise in business development, stakeholder management, planning, retail, forecasting and market research.
- Skills in strategy development, commercial maximisation, public affairs and business planning

## Directorships

- London Stansted Airport 1995 – 2000
- Scottish Airports 2001 – 2004
- MD Glasgow Airport 2002
- KAIA Jeddah Airport 2010 – 2013

## Qualifications

- MSc Transportation Planning and Management, University of Westminster .
- Graduate of Strategic Management Programme, Templeton College, Oxford
- Graduate of Strategic Marketing programme, INSEAD, Paris.

## Experience

- Advised Babcock & Brown on business plan for purchase of Gatwick
- Advised various infrastructure funds, hedge funds and other investors on airport business models and financial maximisation
- Developed the commercialisation plan for King Abdulaziz airport in Jeddah. Saudi Arabia
- Developed a privatisation plan for Jeddah airport
- Took London Stansted from losses to first ever profits in 2000
- Lead negotiations to create joint (with Scottish Executive) route development fund to attract new airlines to Scotland
- Expert witness to public enquiries
- Advised BAA on traffic forecasting, modelling and market research
- Overhaul of airport fees and introduction of ICAO approved charging model for Jeddah
- Forecasting and traffic development advice for airports in Australia, Europe, USA and Middle East
- Lead and managed strategic traffic development programme for Heathrow and other BAA airports
- Advised BAA Board on management of key airline customers through formation of joint executive programme.



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## Background

- A commercially focussed HR and Leadership development professional with broad experience of Organisational development design and implementation.
- Her approach is to developing strategic and tactical interventions to energise individuals and teams enabling them to implement sustainable change.
- Sheila has held senior Line management and HR roles in BAA plc. including Security manager Heathrow Airport and Corporate HR Director

## Skills

- Qualified psychometric occupational tester- Levels A & B
- Qualified in administration of Psychometric instruments – MBTI , FIRO B, Belbin Team roles, Occupational Personality Questionnaire & 16pf
- Hay role evaluation assessor
- Licensed APT 360o feedback delivery
- OD specialist including Organisational cultural Inventory assessment qualification
- OPP qualified executive coach
- Qualified Hogan Personality assessments
- Learning Strategy development and delivery- certified learning leader

## Experience

- Sheila has extensive experience in the Financial, Aviation, Government, Publishing and Pharmaceutical industry sectors.
- Led the development and design of a leadership programme for the Board of a global pharmaceutical company. Delivered the programme in support of a new commercial growth strategy.
- Sheila provides executive coaching to Senior Directors across a range of sectors
- Facilitated a major change programme at a regional UK airport including facilitating the development of the business strategy and the supporting leadership development programme which was implemented with the Executive Board
- Sheila has delivered leadership and management interventions abroad including assignments in the US, Europe and the Middle East.
- Worked closely with the Board of a major Retailing business to develop a ground breaking business and people strategy.
- Lead facilitator of a joint group representing Local Government, providers and parents to agree the distribution of Government funding for the implementation of a new play scheme for severely disabled children.
- HR member of business due diligence team involved in two major airport pursuits in Oman and Cyprus.
- Led a capability assessment of an HR function within the Defence sector and designed appropriate interventions aimed at building capability and individual competence
- Designed and sourced providers for the delivery of the personal development national curriculum for a major Financial Services organisation



## Background

- Managing Director of Aberdeen Airport for 2 years
- Managing Director of Edinburgh Airports for 6 Years
- 20+ years in airport Management
- 15+ years operating at CEO/MD/Director level
- Director of BAA International for 5 years
- CEO of Transport Initiatives Edinburgh
- Part of Babcock and Brown's European infrastructure team
- Advisor to equity businesses on transport related projects
- Interim CEO of a Transport technology business
- A chartered Civil Engineer

## Skills

- All aspects of airport management
- CEO level Leadership
- Strategic thinking
- Capital projects
- Driving P&L performance
- Developing team effectiveness
- Customer service
- Safety, security and standards
- Stakeholder relationships

## Experience

- In 6 years at Edinburgh growing operating profit by 96%, EBITDA by 78%, productivity by 55% and passengers by 54%
- Leading a major culture change programme to deliver a sustainably high performing team. Moved the airport from the 'worst' culture in the company to 'best' in 6 years.
- Managing the delivery of a c£200m capital investment plan over 6 years at Edinburgh Airport
- Produced an approved 25 year masterplan for Edinburgh Airport
- Led the acquisition of Naples Airport for BAA
- Led a number of other significant deals for BAA International
- Managed BAA International's consultancy business
- Worked on a number of significant International airport deals for B&B
- Resolved the long running dispute over the £600m Edinburgh Tram project
- Led a turnaround of a transport technology business for a private equity house
- Independent advisor and CEO designate to one of the bidders for Edinburgh Airport

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